



# SALES COMPETENCY REPORT



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## Introduction

The Sales Competencies Questionnaire (SCQ) measures your current selling skills and style by asking you to rate your performance in different selling situations. Groups of statements relate to different aspects of selling behavior called competencies. It is the particular combination of competencies possessed by a salesperson that shapes their style and contributes to their job performance.

Competencies are sets of behaviors or behavioral repertoires encompassing skills, knowledge, abilities, and personal attributes. The SCQ measures selling styles and competencies that apply across a wide range of selling occupations. Please bear the following points in mind as you consider the results from your assessment.

First, your profile is based on what you have said about yourself through your responses to the questionnaire so that what we are measuring is your perception of your skills and style.

Second, the results can also be affected by your strategy for answering the questionnaire--whether this was conscious or unconscious--for example, whether you were very frank, whether you were very self-critical, or whether you felt under pressure to convey a very positive profile of your skills and competencies.

Third, the SCQ generates a profile of your capability in different sales roles and competency areas using the Standard Ten (sten) scale. The table below shows what different scores on the instrument's scales indicate about your sales skills and competencies.

Sten	Percentile Meaning	Level	Competence
8-10	A score of 8 is higher than about 90% of the comparison group	5	Very well-developed competency/outstanding strength to capitalize on
7	A score of 7 is higher than about 75% of the comparison group	4	Well-developed competency/strength
5-6	A score of 5 is higher than about 40% of the comparison group	3	Moderately well-developed competency/mid-range skill
4	A score of 4 is higher than about 25% of the comparison group	2	Developing competency/embryonic skill
1-3	A score of 3 is higher than about 10% of the comparison group	1	Least developed competency/possible flaw

This report is divided into three sections. First, there is a summary of your profile in different skill areas and an assessment of your strengths and development needs. This is followed by concise scale-by-scale interpretations of your sten scores on the sales competency scales. The third section provides developmental advice and a link to a booklet providing practical tips and suggestions on how to improve your performance.



## Sales Competency Scales

The SCQ has thirteen scales that measure different sales skills and competencies that are defined in the table below.

Competency	Typical Elements
Communicating and presenting	Expressing yourself clearly, giving good sales presentations, displaying charisma and self-assurance.
Listening and supporting	Listening actively to what customers say they need, sensing customers' needs, helping customers to express their needs.
Team working	Collaborating with colleagues, showing commitment to the team, committing to make the team a success.
Self-awareness	Thinking about what you are doing, reflecting on your sales performance, asking for feedback from buyers.
Adapting and innovating	Identifying innovative solutions for customers, adapting your sales tactics and approach to the buyer's situation.
Resilience and self-control	Maintaining a positive "can do" attitude, seeing setbacks as manageable, managing yourself under stress.
Conscientiousness	Planning sales activities, making sales calls and follow-ups as planned, gaining a reputation for reliability.
Achievement motivation	Striving to achieve all you can, setting yourself challenging goals, going the extra mile to achieve a sale.
Prospecting	Identifying the powerful buyers, getting high quality leads, turning prospects into customers.
Customer orientation	Excelling in satisfying your customers, customizing products and services, getting inside the customer's head.
Negotiating and influencing	Recognizing negotiating opportunities, trading and bargaining with customers, achieving win-win outcomes.
Competitor awareness	Understanding your competitors' strategies, dealing with competitors' advantages that buyers raise.
Product expertise	Showing that you are knowledgeable about your product line, persuading buyers that yours is the best solution.



## Sales Competency Profile Chart

Scales	Standard Ten Scores									
Key Area	1	2	3	4	5	6	7	8	9	10
Strategy and business focus	<	...	>							
Work ethic and resilience		<	...	>						
Interpersonal skills									<	...
Customer-oriented selling							<	...	>	
Relationship selling							<	...	>	
Adaptive selling		<	...	>						
Competency	1	2	3	4	5	6	7	8	9	10
Communicating and presenting								<	...	>
Listening and supporting						<	...	>		
Team working				<	...	>				
Self-awareness							<	...	>	
Adapting and innovating	...	>								
Resilience and self-control	...	>								
Conscientiousness			<	...	>					
Achievement motivation				<	...	>				
Prospecting			<	...	>					
Customer orientation			<	...	>					
Negotiating and influencing	<	...	>							
Competitor awareness						<	...	>		
Product expertise						<	...	>		



## Profile Summary

Dimension	Profile Description
Strategy and business focus	Strategy and business focus covers paying attention to competitors, seeking business opportunities, being willing to adapt and innovate, and being able to negotiate and influence. This is an area where you seem less confident about your ability.
Work ethic and resilience	This cluster of selling skills comprises whether you are able to control your feelings and emotions, whether you demonstrate self-awareness, how motivated you are, and how hardworking and dependable you are. This is an area where you seem unsure about your ability.
Interpersonal skills	This skillset includes how effectively you interact with your customers as well as how knowledgeable you are about the products or services you are selling. You present yourself as having outstanding skills in this key area.
Customer-oriented selling	Customer-oriented salespeople focus on helping customers assess their needs and offering products that will satisfy those needs by describing what they are selling accurately and avoiding high pressure tactics. You seem to have a very customer-oriented selling style.
Relationship selling	In relationship selling, the salesperson builds bonds with customers, cooperates and collaborates with them, and fosters open communication. You seem to have most of the skills required to operate in this manner.
Adaptive selling	Salespeople with an adaptive selling style personalize the way they approach customers and sell products and services according to the situation they are dealing with. This is an area where you seem less certain about your skills.
Outstanding strengths	You have created a pretty positive impression of your sales skills and competencies. You rated many of the competencies in the assessment as outstanding strengths.
Development needs	Your responses indicate that you have some selling skills to work on to improve your performance. These are shown in the table at the end of the report.



## Sales Competencies

### Communicating and presenting

Top salespeople express themselves clearly, display charisma and self-assurance and know when and how to express emotion. They gain customers' trust and respect, establish credibility quickly and convince customers that they can deliver. They give good sales presentations explaining the benefits of what they are selling to the buyer and deal skillfully with buyers' skepticism and objections. The table below summarizes your current competence in this area.

Competence	Level 5
Strength Rating	Very well-developed competency/outstanding strength
Development Aim	Exploit outstanding strength and coach other people

### Listening and supporting

Top salespeople connect with their customers by being warm and genuine and helping customers to express their needs. They show interest in customers' views and ideas and ensure that customers feel that they have been listened to. Top salespeople are skilled listeners who sense customers' needs and pick up non-verbal signals from customers. The table below summarizes your current competence in this area.

Competence	Level 4
Strength Rating	Well-developed competency/strength
Development Aim	Develop strength into outstanding strength

### Team working

Top salespeople are committed team players. They are friendly and cooperative and work well with other members of the team. They make time for colleagues, share information and ideas with them and offer help and support to them. Top salespeople understand and accept other people's strengths and weaknesses and share responsibility for the team's successes and failures. The table below summarizes your current competence in this area.

Competence	Level 3
Strength Rating	Moderately well-developed competency/mid-range skills
Development Aim	Develop mid-range skills into a strength



## Sales Competencies (cont.)

### Self-awareness

Top salespeople show a high degree of self-awareness and emotional intelligence. They think about what they are doing and reflect on their performance. Top salespeople ask for feedback from buyers and find out how buyers perceive them. They learn from successes and failures and take action to develop their selling skills. Top salespeople are in touch with their emotions and feelings and recognize how their emotions and feelings affect their performance. The table below summarizes your current competence in this area.

Competence	Level 5
Strength Rating	Very well-developed competency/outstanding strength
Development Aim	Exploit outstanding strength and coach other people

### Adapting and innovating

Top salespeople are flexible, adaptable and innovative individuals. They adapt their sales tactics and approach to the buyer's situation and respond flexibly to buyers' requests for changes to product specifications. Top salespeople recognize the need to continually improve products and services and encourage customers to tell them about product improvements they would like to see. Top salespeople are prepared to bend the rules to deliver what the buyer wants and they challenge the status quo internally to bring about change. The table below summarizes your current competence in this area.

Competence	Level 1
Strength Rating	Least developed competency/possible weakness
Development Aim	Identify and address weaknesses in selling style and skills

### Resilience and self-control

Top salespeople are tough and emotionally resilient people who manage themselves well under stress. They are able to persist in the face of difficulties and make decisions under pressure. Top salespeople see setbacks as manageable, handle rejections from buyers positively and stay optimistic when they lose a sale. Top salespeople use positive affirmations and self-talk, handle the pressure to sell more and maintain a positive "can do" attitude. The table below summarizes your current competence in this area.

Competence	Level 1
Strength Rating	Least developed competency/possible weakness
Development Aim	Identify and address weaknesses in selling style and skills



## Sales Competencies (cont.)

### Conscientiousness

Top salespeople are diligent, hardworking, meticulous and unfailing. They plan and schedule work activities, pay attention to the detail and finish projects that they start. Top performers turn up for meetings on time and make sales calls and follow-ups as planned. Top salespeople manage their territory cost-effectively and gain a reputation for reliability. The table below summarizes your current competence in this area.

<b>Competence</b>	Level 2
<b>Strength Rating</b>	Developing competency/embryonic skill
<b>Development Aim</b>	Continue to improve developing skills

### Achievement motivation

Top salespeople display a high level of competitiveness and achievement drive. They set themselves challenging goals, believe in their ability to achieve things and take a long-term perspective. They seize opportunities to win business and are prepared to take calculated risks to deliver results. They display enthusiasm and commitment, work hard to achieve their goals and targets and are prepared to go the extra mile to succeed. The table below summarizes your current competence in this area.

<b>Competence</b>	Level 3
<b>Strength Rating</b>	Moderately well-developed competency/mid-range skills
<b>Development Aim</b>	Develop mid-range skills into a strength

### Prospecting

Top salespeople are skilled at prospecting. They invest a significant amount of time in identifying new markets for their products and services. They are skilled at identifying and gaining appointments with the powerful buyers and advancing relationships with them. Top salespeople overcome the fear of rejection and possess a powerful introduction to capture people's attention and provide compelling reasons why people should do business with them. The table below summarizes your current competence in this area.

<b>Competence</b>	Level 2
<b>Strength Rating</b>	Developing competency/embryonic skill
<b>Development Aim</b>	Continue to improve developing skills





## Sales Competencies (cont.)

### Customer orientation

Top salespeople excel in satisfying their customers. They build relationships with customers in order to understand their markets and products and to help identify and customize solutions that meet the customers' requirements. Top salespeople get inside the customer's head and identify critical issues facing the customer. They track changes in customers' requirements and expectations and try to find ways to increase customers' profitability. The table below summarizes your current competence in this area.

Competence	Level 2
Strength Rating	Developing competency/embryonic skill
Development Aim	Continue to improve developing skills

### Negotiating and influencing

Top salespeople are skillful negotiators who prepare for negotiations with buyers by trying to understand the buyer's objectives and working out what the buyer will settle for and how to achieve win-win outcomes. They read emotional cues during negotiations and recognize negotiating and closing opportunities. Top salespeople make clear proposals and convincing final offers and clarifying the details of an agreement before concluding the negotiation.

Competence	Level 1
Strength Rating	Least developed competency/possible weakness
Development Aim	Identify and address weaknesses in selling style and skills

### Competitor awareness

Top salespeople have a deep understanding of their competitors. They differentiate their products and services by analyzing their competitors' offerings and gathering information about their competitors' strategies. Top salespeople determine where their competitors are vulnerable and capitalize on competitors' weaknesses. They focus discussions with buyers on areas where they are strong and competitors are weak. The table below summarizes your current competence in this area.

Competence	Level 4
Strength Rating	Well-developed competency/strength
Development Aim	Develop strength into outstanding strength



## Sales Competencies (cont.)

### Product expertise

Top salespeople are knowledgeable about their products and services. They are able to explain the features and benefits of their products and services and answer detailed questions about them. They are able to explain the bottom line value of their products and services and persuade buyers that theirs is the best solution. Top salespeople convince customers that what they are selling will meet the customer's needs and solve the customer's problems. The table below summarizes your current competence in this area.

Competence	Level 4
Strength Rating	Well-developed competency/strength
Development Aim	Develop strength into outstanding strength



## Development Advice

You may not need to master all the areas in the SCQ sales competency model to improve your sales performance and productivity. Recent research on top salespeople suggests the following personality traits and competencies distinguish top performers from the rest of the field.

You don't need to be pushy and ostentatious to be a top salesperson. Salespeople who are full of bravado and swagger alienate more customers than they win over. Although outgoing, top salespeople are pretty modest and very team-oriented, and they see teamwork as the key to winning business.

If you want to succeed in sales, you do need to possess a strong sense of duty and take your job very seriously and feel accountable for results. Top salespeople are obsessed with achieving goals and continuously measure their performance against their goals and objectives.

Top performers understand customer decision-making and connect with key decision-makers. They find out about the people they are selling to and how the products they are selling fit into and add value to the client's business.

To be a top performer, you need to be flexible and adaptable and curious and inquisitive. Top performers ask customers difficult and probing questions so that they understand the customer's needs, adapt their sales tactics to the situation and find out as quickly as possible if they are likely to win business.

To be a top performer in sales, you need to be assertive, forceful and controlling with customers so customers follow your advice and recommendations. It is important to take command of the sales cycle in order to control what happens. Don't be overly friendly or get too close to clients as this may prevent you from establishing control.

Top salespeople are not only very competitive and achievement-oriented but also mentally tough and emotionally resilient. You need to be mentally tough and resilient in order to handle disappointments, bounce back from setbacks and prepare for the next sales opportunity.



## Development Needs Summary

Competency	Performance Improvement Area
Communicating and presenting	
Listening and supporting	<ul style="list-style-type: none"> <li>• Helping customers to express their needs</li> <li>• Spotting key power relationships within the buyer's company</li> </ul>
Team working	<ul style="list-style-type: none"> <li>• Accepting other team members' strengths and weaknesses</li> <li>• Sharing credit for sales successes with other people</li> <li>• Collaborating with colleagues</li> </ul>
Self-awareness	<ul style="list-style-type: none"> <li>• Learning from your successes and failures</li> <li>• Reflecting on your sales performance</li> </ul>
Adapting and innovating	<ul style="list-style-type: none"> <li>• Identifying innovative solutions for customers</li> <li>• Cutting through red tape</li> <li>• Bending rules to deliver what the buyer wants</li> <li>• Handling multiple demands and changing priorities</li> <li>• Absorbing information about product changes</li> <li>• Responding flexibly to buyers' requests for changes to product specifications</li> </ul>
Resilience and self-control	<ul style="list-style-type: none"> <li>• Managing yourself under stress</li> <li>• Persisting in the face of difficulties</li> <li>• Seeing setbacks as manageable</li> <li>• Making decisions under pressure</li> <li>• Keeping focused under pressure</li> <li>• Maintaining a work life balance</li> </ul>
Conscientiousness	<ul style="list-style-type: none"> <li>• Using a time management system</li> <li>• Managing your territory cost-effectively</li> <li>• Considering the consequences before you act</li> <li>• Using a contact management system</li> </ul>



## Development Needs Summary (cont.)

Competency	Performance Improvement Area
Achievement motivation	<ul style="list-style-type: none"> <li>• Taking a long term perspective</li> <li>• Taking calculated risks</li> <li>• Displaying enthusiasm and commitment</li> <li>• Setting yourself challenging goals</li> </ul>
Prospecting	<ul style="list-style-type: none"> <li>• Overcoming the fear of rejection</li> <li>• Turning phone calls into appointments</li> <li>• Getting into the buying center</li> <li>• Getting high quality leads</li> <li>• Advancing sales relationships</li> <li>• Closing sales quickly</li> </ul>
Customer orientation	<ul style="list-style-type: none"> <li>• Tracking changes in customers' requirements and expectations</li> <li>• Understanding your customers' buying processes</li> <li>• Diagnosing the critical issues facing the buyer</li> <li>• Finding ways to increase your customers' profitability</li> <li>• Getting inside the customer's head</li> <li>• Customizing products and services for buyers</li> </ul>
Negotiating and influencing	<ul style="list-style-type: none"> <li>• Trading and bargaining with customers</li> <li>• Working out what the buyer will settle for</li> <li>• Preparing for negotiations with buyers</li> <li>• Making convincing final offers</li> <li>• Clarifying the details of a sales agreement</li> <li>• Recognizing closing opportunities</li> </ul>
Competitor awareness	<ul style="list-style-type: none"> <li>• Observing the actions of your competitors</li> <li>• Dealing with competitors' advantages that buyers raise</li> <li>• Determining where competitors are vulnerable</li> </ul>
Product expertise	<ul style="list-style-type: none"> <li>• Explaining the bottom line value of your products and services</li> <li>• Explaining how you can increase the buyer's profitability</li> <li>• Quantifying the cost to the buyer of not having your products and services</li> </ul>